U.S. ARMY CORPS OF ENGINEERS
REGIONAL LISTENING SESSION MEETING NOTES

VANCOUVER, WASHINGTON
SEPTEMBER 19, 2000

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September 2000

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by

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REGIONAL LISTENING SESSIONS MEETING NOTES – VANCOUVER, WASHINGTON

The notes provided below document the main points that were offered during the Listening Session in Vancouver, Washington on September 19, 2000. The notes highlight and summarize the key topics and issues that were discussed at the meeting. Selected attachments are provided in this document.

Water plays a major role in how we live and work. As steward of America's water resources for more than 200 years, the U.S. Army Corps of Engineers has begun a dialogue with the American public, stakeholders, customers, and government agencies at all levels about the water resources challenges that lie ahead. The Corps is conducting 14 regional public listening sessions throughout the United States between June and November of 2000 to provide citizens the opportunity to voice concerns about pressing water resources problems, opportunities, and needs impacting their lives, communities, and future sustainability. This dialogue is an integral part of the Corps' strategic planning process.

The cities where listening sessions are being conducted include St. Louis, MO, Sacramento, CA, Phoenix, AZ, Woburn, MA, Atlanta, GA, Omaha, NE, Honolulu, HI, Chicago, IL, Louisville, KY, Dallas, TX, Williamsburg, VA, New Brunswick, NJ, Anchorage, AK, and Vancouver, WA.

This report summarizes the Vancouver, Washington listening session. This session, hosted by the Northwestern Division, was conducted on September 19, 2000 at the Red Lion Hotel at the Quay, in downtown Vancouver. Ninety-six people attended this meeting to share their views with the Corps.

The information collected from the listening sessions will be incorporated into a report assessing future national water resources needs and the gaps that must be closed to meet these needs. This report will be shared with key decision-makers within the Army and Congress to help inform their discussions about water resources issues and future investment decisions. Additionally, the report will provide a point of departure for ensuing discussions with other Federal agencies to identify common water resources issues and missions most appropriate to the roles and responsibilities of the Federal government. The information will also be incorporated into a revision of the Civil Works Program Strategic Plan.

Welcoming Remarks

Brigadier General Carl A. Strock, U.S. Army Corps of Engineers (USACE) Northwestern Division (NWD) Commander, welcomed the audience to the meeting. He explained to the participants that the NWD was responsible for military construction, water resources management, and civil works duties. General Strock introduced additional members of the Corps Division and explained there various office locations. He went on to say that the Corps

initially was developed to provide harbor defenses almost 200 years ago, which expanded to harbor development, navigation development and maintenance, and eventually to the construction of dams and various forms of flood control. The mission grew to meet the needs of the nation, as they became apparent, to include marine navigation and hydropower. Recent responsibility has grown to include environmental restoration. General Strock informed the audience that the sessions were developed in response to congressional mandates and that the Corps was present to listen to the regional/national issues and concerns of the participants. General Strock felt the best people to identify regional concerns were those that lived in the area who had more firsthand experience. The information gathered from the session would be used in the development a national strategic plan. The General wanted the participants to be aware that the sessions were not developed as a marketing tool and that a private facilitation group was contracted to facilitate the proceedings.

General Strock continued by explaining that the report on the session would be provided to all registered participants in three or four weeks. Additionally, the report would be posted on the Corps' "national challenges" website at http://www.wrsc.usace.army.mil/iwr/waterchallenges in two to three weeks for review. Reports on other listening sessions would be available on the website for reading and comparison. Once all the sessions are completed and the information consolidated, two additional listening sessions will be conducted; one national session in Washington, D.C., and one special session in association with the NAFSMA annual meeting in San Diego

.

General Strock was glad to see numerous representatives from other Federal and State agencies present to share information and assumed they would convey the challenges generated at the session with their respective agencies. The General felt there was a good variety of participants, which included environmental and tribal organizations, along with other interest groups. General Strock indicated that the Corps had developed six national water resource challenges that they felt were of concern. Participants could use these as a guideline or they could present other challenges not directly identified within these six challenges. The General took some time to read and give examples relating to the six challenges. He reminded the group that the six challenges were only a foundation and could be discussed or discarded however the group saw fit.

General Strock closed by thanking the participants for taking time out of their busy schedule to meet the needs of the Nation. General Strock then introduced Mr. Jim Creighton as the session facilitator representing the contractor, Planning and Management Consultants, Ltd.

Session Objectives

Mr. Creighton began by thanking the participants for coming to the session. He explained that this was designed as a forum for extensive dialogue, not only with Corps members, but also between participants. Furthermore, the session was not a public hearing. If anyone brought public statements they were asked to please provide them to the session recorder for inclusion into the report. Also, Mr. Creighton noted that if a participant wanted to provide a

written statement but did not bring one to the workshop, it would be possible to send such a statement as an e-mail attachment to the above-referenced Corps website. Mr. Creighton also explained that the purpose of these listening sessions was not to discuss specific Corps projects, and that if an audience member had concerns about a particular project, they were to speak with Ms. Clare Perry, Personal Affairs Officer (PAO) from the Corps, who was present at the workshop.[1]

Mr. Creighton then briefly outlined the proposed agenda of the current workshop for the audience. Although the agenda was intended to serve as a general guide to the day's activities, the agenda could be modified at the facilitator's discretion as appropriate for the particular audience. The agenda was presented as follows:

10:00-10:25 (A.M.)	Welcome
10:25-10:45	Overview of Workshop
10:45-11:40	Table Discussions
11:40-12:25 (P.M.)	Large Group Discussions (Plenary)
12:25-12:30	Dot Voting
12:30-1:30	Lunch
1:30-2:30	Small Group Answer Session
2:30-2:45	Break
2:45-3:45	Large Group Discussions (Plenary)
3:45-4:00	Closing Remarks
4:00-5:00	Informal Discussions

Mr. Creighton went on to elaborate on the term "challenges." This was a loose term applied to concerns, issues, and opportunities pertaining to Corps operations and water resource topics. He explained that the goal of the meeting was to obtain the answers to the following four questions:

1. What are the key water resources challenges facing this region?
2. Why is it a problem, and what will be the impact?
3. What actions should be taken to respond to the challenge?
4. Who should take these actions? What should the Federal government do to address the problem?

Mr. Creighton explained to everyone the use of the self-adhesive challenge "stickies," and that they could be used for listing additional comments on an individual basis. These comments would be included in the report and would be used in the determination of national water resource needs. Mr. Creighton requested that participants post the stickies any time during the session on the related challenges to be inscribed on butcher pads taped up around the room.

The first task assigned to the audience was to name a group spokesperson for each table. That person would be designated to report on behalf of the entire table. Mr. Creighton went on to explain that at least one member of the Corps would be sitting at each table to listen to the

[1]The public statements collected in conjunction with this listening session are included as Appendix B.

discussions and assist the group if asked, but that they had been instructed not to serve as the spokesperson for the table.

Once the spokespersons had been chosen, two directions would be presented to the audience for them to discuss in small groups at the tables. The first direction would be to identify the water challenges that people at the table thought were important; the second direction would be to discuss why they were important. The spokesperson for each table was also instructed to create a crisp and concise six or seven word statement of each challenge as identified by the group, as well as to develop a brief analysis as to why it was considered a challenge. As each spokesperson reported on the challenges generated at their table, a Corps staff member would capture a concise statement of each challenge and project it onto a screen for all to view. Another Corps member would write out the same statement on butcher pad paper and post it for prioritizing the challenges.

Once all challenges were determined, the participants would be given five red self-adhesive dots. The dots would be used to vote on the challenges each participant felt are most important. The reason for the voting scheme was to identify the most important challenges so they could be addressed during the afternoon portion of the session. The other challenges would be listed in the summary report, but because of time constraints, not all expressed challenges could be discussed in the session. The afternoon portion of the session would be dedicated to the discussion on the main challenges chosen from the previous dot voting activities. The intent would be to decide what level of action should be taken to resolve the challenge and who should implement the actions.

Mr. Creighton introduced members of the facilitation team and explained their role in the session. He then reiterated the procedure for the morning portion of the session and asked the participants to consolidate into full tables for maximum discussion.

Identification and Validation of Water Resource Challenges (1st Group Discussion)

The participants were grouped into twelve tables of approximately seven to ten people per table. Each table discussed water resources challenges for approximately one hour (10:40-11:40). During this portion, General Strock went from table to table to hear the various levels of discussion from all the participants. Mr. Creighton asked the groups to develop a list of challenges, based on the discussion at the table. Mr. Creighton went around the room and asked the spokesperson from each table to give a concise statement of one challenge identified by the participants at the table. He reminded the participants not to repeat challenges if they were already presented. While one member of the Corps staff projected onto a screen each challenge as it was identified, other Corps staff wrote each challenge on a separate piece of butcher paper, each of which were then affixed to a wall of the conference room. The workshop participants identified sixty-two separate challenges:

A. Better coordination between regulators and permit applicants.

B. Government not investing in water resource projects.

C. Need to protect and preserve our navigation channels and aging water infrastructures to protect the economic importance of shipping industry.

D. Not a shared vision between Corps and National Marine Fisheries Service (NMFS).

E. Need for integrated approach to balance demands on the system.

F. Environmental restoration and how it impacts the local economy.

G. Need to decide the greatest benefits for use of water resources.

H. Reauthorize reservoirs and reallocate for other demands.

I. Maintaining infrastructure waterways while preserving environmental resources.

J. Redevelopment of contaminated sites (hindered by environmental concerns) in economically feasible manner.

K. Improve habitat for threatened and endangered steelhead populations.

L. How to bring four dams in Snake River into compliance with Clean Water Act (CWA).

M. Rehabilitation of water resources projects - dams and reservoirs.

N. Adequate and consistent water supply.

O. Agency reps don't know rules that they should or are dishonest when dealing with public.

P. Need to increase water conservation efforts and maximize life cycle productivity.

Q. How do we support continued hydropower yet comply with environmental regulations.

R. Address loss of wetland and riparian habitat.

S. Don't reduce funding for maintenance of navigation locks and channels.

T. Apparent lack of accountability of state and Federal agencies (unfunded mandates and lack of good science).

U. Managing growing number of water traffic (safety and environmental impact).

V. Consider cost implication that water decisions have on people.

W. Better coordination of Tribal treaty rights with Corps permitting process (predictability and certainty).

X. Look at how western states regulate water use (western water law favors consumption).

Y. Address local concerns with local entities (involve local people).

Z. Resolve endangered species Act through regional planning approach.

AA. Coordinate water resources planning at a watershed level.

BB. Conduct public education about water quality in waterways.

CC. Need to focus on prevention, not emergency response, for flooding (floodplain management).

DD. Do not let disaster strike – aggressively approach aging water infrastructure and natural disaster preparedness.

EE. Collaboration among local state and federal agencies in making decisions involving skills, resources, and missions.

FF. Need to develop a real time information systems for all users of water resources – shared access.

GG. Streamline permitting process and make it easier to understand.

HH. Implement major Columbia River estuary restoration projects for endangered salmon and "de-link" from channel deepening.

II. Corps authority may be too narrowly focused whereas problems have broader focus.

JJ. Remove incentives for developing in hazard prone areas.

KK. Need to review ancient memorandum of understandings (Coast Guard to reclaim review of Navigation safety; authority regarding mounds that are built by navigation dredging).

LL. Address the challenges associated with bed loading in small streams and rivers.

MM. Reduce property and archeological damage due to water level fluctuation.

NN. Environmental restoration funding 1135 / 206; make it easier to get the funding and loosen restrictions; de-link from past projects.

OO. River tourism – Need to identify issues and interests of river tourism industry with respect to potential Snake River dam breaching.

PP. Need to protect Indian fishing sites (historic and prehistoric) from hazards to environment and cultural impacts caused by dam hydro-licensing, re-licensing, and settlements.

QQ. Better ballast water management.

RR. Concerns of local communities are overlooked and adversely affected by regional projects.

SS. Need to develop consistent and integrated investment plan for water projects.

TT. Not enough for biologists to fulfill program responsibilities under CWA regulatory programs.

UU. Implement sustainable development that relies on innovative and creative solutions for water preservation (Bio-regionalism).

VV. Address lock scheduling and prioritizing issues related to current and emerging users.

WW. Maintain an efficient hydro system for inexpensive power.

XX. Need to respond to changing water recreation activities and resolve conflicts.

YY. Corps should repackage documents so that benefits and costs are more understandable for agencies and public – increase visibility and understandability by public.

ZZ. Comprehensive nutrient management plan for the Northwest.

AAA. Initiate training and education plan for recreation water users.

BBB. Require independent economic review of large water resource projects.

CCC. Maintain and deepen the Columbia River channel to accommodate modern ocean going ships.

DDD. Need to protect private property rights (e.g. during restoration projects etc.).

EEE. Essential fish habitat - identify processes, resources, and actions.

FFF. Need to encourage public support in financing of environment and habitat restoration projects.

GGG. Need to bridge the divide between economic and environmental concerns.

HHH. Need to balance environmental and navigation interests in a timely manner for Corps projects.

III. Endangered Species Act (ESA) in urban environment – expedite agency reviews and approvals and add resources.

JJJ. Develop a strategy to address the decommissioning of aging hydropower dams.

After the last challenge was identified, Mr. Creighton advised the audience to fill out the "stickies" for any challenge of personal interest and stick it on the appropriate banner for that challenge. A transcription of the comments written on the "stickies" is provided in Appendix A.[2]

Mr. Creighton then explained to the group that each challenge identified by the audience was important to the Corps and would be included in the meeting report. However, due to time constraints, only nine challenges would be addressed in detail during the second portion of the session.

Next, all of the participants were asked to vote on all of the challenges using adhesive dots in order to identify the main challenges addressed during the afternoon portion of the session. Sheets of adhesive dots were placed on each table. Each non-Corps workshop participant then took five dots and affixed them beside the challenge or challenges of most interest to him or her. The five dots could be distributed in any way the individual saw fit, such as one dot per challenge or all five dots on a single challenge. The number of dots for each challenge was then tallied and the totals written on each challenge sheet. The dots beside each lettered challenge were distributed as follows:

A	28	U	6	OO	7
B	0	V	3	PP	6
C	31	W	6	QQ	2
D	7	X	16	RR	3
E	12	Y	8	SS	3
F	0	Z	9	TT	0
G	11	AA	10	UU	4
H	4	BB	1	VV	0
I	16	CC	12	WW	6
J	1	DD	3	XX	0
K	12	EE	17	YY	0
L	4	FF	5	ZZ	0
M	3	GG	21	AAA	3
N	7	HH	17	BBB	0
O	1	II	8	CCC	8
P	1	JJ	14	DDD	7
Q	4	KK	2	EEE	2
R	21	LL	0	FFF	2
S	10	MM	4	GGG	5
T	14	NN	5	HHH	8
				III	7
				JJJ	0

During the lunch period, Mr. Creighton examined some similar challenges and combined challenge A and GG as one challenge topic. Once the group reconvened, Mr. Creighton

[2] The authors of this report made every effort to accurately transcribe the handwritten comments from the "stickies" generated by the listening session participants; however, some comments may contain errors due to illegibility or incoherence of the original text.

discussed the combination and asked the participants if they objected his reasoning. No one disapproved of the combination.

Responsibilities and Actions Needed to Meet the Challenges (2nd Group Discussion)

Nine main challenges (or challenge combinations) were chosen for discussion during the afternoon portion of the session. These nine received the most dots during the dot voting portion, prior to lunch. The nine challenges most favored by the audience were:

A, GG	(49 votes)
C	(31)
R	(21)
EE	(17)
HH	(17)
I	(16)
X	(16)
T	(14)
JJ	(14)

Mr. Creighton explained the format for the remainder of the afternoon.[3] The nine main challenges were written on butcher pads positioned around the room (one challenge/combination per butcher pad). A one-hour discussion period would be designated to allow for the challenges to be examined and for solutions to be developed. The participants would have the opportunity to discuss in detail one of the challenges that interested them by sitting at the table next to the appropriate butcher pad. In the event they wanted to participate in a different challenge discussion, they were free to switch from one challenge to another during the discussion period. The participants were asked to develop the answers to these questions during their discussions:

Assume you have the authority to implement the changes you would like to see. Discuss within your group:

a. What actions would you take?
b. Who should do it?
    i. Role of the federal government
    ii. Role of the State or local governments
    iii. Role of private individuals or organizations

The facilitator asked for one non-Corps volunteer to remain at each challenge table to serve as the moderator and spokesperson for that discussion. They would be responsible for reporting out the information to the entire group. A Corps member was assigned to take notes on the butcher pad throughout the discussion. This person would record the participant's ideas and suggestions for that challenge on the butcher pad.

[3] Approximately 74 - 76 non-Corps participants were counted after the lunch break.

Audience members then gravitated into groups around several of the butcher pads (one challenge/combination per butcher pad) and began deliberating with others in their group. The discussion session went from approximately 1:30 PM to 2:30 PM. At the end of the discussion, Mr. Creighton asked the spokesperson for each challenge to restate the challenge, provide a summary of the discussion and the answers to the questions. The results of the discussions on the challenges are provided below[4]:

Challenge Combination A and GG – Permitting

What Action Should be Taken?

- Vary authority to sense the scale of a project.
- Have net positive impacts accelerate processing.
- Be consistent in applying individual permits.
- Provide programmatic permits.
- Come out with a list from all agencies as to what information is required and provide it up front.
- Need staffing utilization: programmatic vs. individual permit.
- Corps needs to look at how regulators are working; look at specialization (helps on learning curve).
- Minimize the amount of "hoops"; cycle through fewer agencies and have better coordination.
- Regulatory mission needs adequate funding.
- Port Authorities need to provide resources for Endangered Species Act requirements.
- Empower field Biologists and have consistency.
- Use lessons learned from emergency situations.
- Be willing to make decisions!
- Change approach to assist applicant; propose alternatives (lack of problem solving mentality).
- Develop a nationwide permitting process, without difference of opinion between Corps Districts, with better coordination between Districts.
- Eliminate the loop caused by Endangered Species Act (backlog of work is becoming a crisis, creating loss of economic advantage).
- Implement customer service interaction (i.e. call-backs from Corps personnel).
- Develop problem-solving solutions that involve Federal and State agencies.

Who Should Take Action?

- Mostly Corps support/implementation.
- Some State and local support.

[4] The challenges are listed in the order of priority from the dot voting in the first group discussion, rather than in actual order of presentation.

Challenge C – Navigation Maintenance

What Action Should be Taken?

- Maintain and operate existing navigation systems.
- Plan and implement capital investment for major rehabilitation and preservation of navigation systems such as coastal ports, Columbia/Snake River system, and Puget Sound.
- Maintain economic growth, global competitiveness, and environmental protection.
- National security requires an efficient water transportation system.
- Administration and Congress should set a national priority to operate, maintain, and improve the Nation's deep draft channels, inland waterways, and related transportation facilities.
- Provide funding to assure operations, maintenance, and rehabilitation.
- Improve landside access.
- Expedite permitting processes.
- Improve environmental performance.
- Reestablish construction principles.

Who Should Take Action?

- Some action by Congress and legislation.
- Corps and other Federal agencies.
- Some state and local involvement.

Challenge R – Wetland/Riparian Loss

What Action Should be Taken?

- Develop partnerships between landowners, watershed groups, Federal agencies, and community services.
- Provide Education to both private and public owners/managers on Environmental Site Assessments.
- Merge conservation planning (habitat) and regulatory permit process.
- Broaden Corps mission to include the authorization of restoration.
  - Independent of mitigation.
  - For public interest.
  - Have emphasis on urban areas.
- Develop cross-agency review of permits and land uses that benefit habitat and riparian.
- Identify incentives to encourage good stewardship.
- Government should not take actions that negatively impact private citizen restoration projects.
- Government should lead by example.
- Provide positive feedback to those who demonstrate good stewardship.
- Increase collaboration, awareness, and education across regions and with interested parties.
- Develop common databases, data collection, and monitoring systems.
- Endorse adaptive management.

Who Should Take Action?

- Corps.
- Other Federal and State agencies.
- Private landowners.
- Community groups.

Challenge EE – Multi-agency Coordination

This group started their report out by restating reasons why the challenge was important.

Why is this challenge important?

- Efficiency and effectiveness in allocation of resources.
- Understanding of shared interests to align expectations.
- Effective ways to explain programs to better leverage funds and resources at the State and local level.
- Need for additional expertise and funding for private sector.
- Consistency and continuity.
- Need for shared vision.
- Opens and enhances communication; prevents barriers and delays.
- Need to get the word out on programs and authorities.

What Action Should be Taken?

- Need means to legitimize "warm and fuzzy."
- Need system to evaluate water resource issues at a water supply level.
- Develop programs to address problems at the local level.
- Develop funding mechanisms for collaboration efforts (cross-cut budgeting).
- Common databases and data sharing.
- Professional cross training.
- Top level management support and coordination.
- Reduce agency redundancy.
- Optimize multidisciplinary approaches (training, meetings, studies, methods).
- Develop comprehensive regulatory framework (Clean Water Act, permitting) with one-stop shopping for regulatory actions.
- Overcome turf issues; need to have a paradigm shift (shared training, raise a new culture).
- Create forums and opportunities for participation with private sector technical resources.

Who Should Take Action?

- Federal and State agencies
- Local entities.
- Non-governmental Organizations.

Challenge HH – Columbia River Restoration

What Action Should be Taken?

- Considerations must come from a perspective that there are existing users, with investments, that have their own plans and dreams.
- Can't assume that no one cares just because the area has a low population.
- Must involve locals – government and property owners.
- Develop environmental restoration study element.
  - Identify constraints.
  - Draw on existing data.
  - Draw on existing plans of "LCREP" and "CREST".
  - Additional analysis.
  - Validate information/science.
  - Common vision.
  - Monitor plan; prior-during-post construction.
  - Adaptive implementation plan.
  - Scope of study area.
  - Prioritize projects.
  - Measurable objectives.
- Develop environmental restoration program element.
  - Guidance "steering."
  - Incentive program.
  - Funding sources, such as Corps, Bonneville Power Administration (BPA), Environmental Protection Agency (EPA), private, and State sources.
  - Grant program (i.e. EPA, NEP grants).
  - Collaborative!
- Develop environmental restoration implementation element.
  - Design.
  - Work activity.
  - Local, Government agencies, and regional/national involvement.
  - Conduct certain actions ASAP, but consistent with the vision.
- Develop environmental restoration validation element.
  - Monitor outputs and objectives.
  - Apply adaptive management.

Who Should Take Action?

- Federal and State government agencies
- Local Non-governmental Organizations.
- Private landowners.

Challenge I – Maintaining Infrastructure and the Environment

What Action Should be Taken?

- Channel Depth.
  - Increase depth.
  - Spoils disposal.
  - Water quality control (turbidity).
  - Identify biological time windows.
  - Determine the impact coastal dredging has on coastal erosion; need study.
- Shorelines (adjacent lands).
  - Dairies and agriculture should be bought out and relocated outside of the wetland/drainage areas.
  - Dairies need to utilize waste management practices.
  - Use buyout areas for mitigation banking.
- Recreation facilities.
  - Modify recreation facilities to be usable with fluctuating pool levels.
  - Work with schedules to optimize fish benefits and recreation benefits.
  - Since all impacts can't be eliminated, focus on the most important; still allow beneficial activities – need studies to determine if viable.
- Dams.
  - Maintain/upgrade aging facilities.
  - Improve fish passage capability.
  - Look at power capacity improvements.
  - Introduce new technology to support optimizing multiple purposes.
- Docking facilities.
  - Determine what infrastructure will meet needs of particular area/community.
  - Keep infrastructure from deteriorating through proper maintenance, rather than letting it fail, then face difficulty (regulatory challenges) when rebuilding.
  - Balance uses.
  - Mitigate for habitat losses.
- Flood control structures.
  - Use more environmentally friendly structures.
  - Consider hydraulic affects of structures on downstream area.
  - Need regional sideboards, but need local planning on specifics.
  - Consider cumulative affects.

Who Should Take Action?

- Corps, along with United States Geologic Survey (USGS), NMFS, United States Department of Agricultural (USDA), EPA, Fish and Wildlife, Soil Conservation Service, and BPA.
- State Department of Environmental Quality (DEQ) and local agencies.
- Private Industry and commercial mariners.
- Private parks and landowners.
- Environmental organizations.
- Tribal groups.
- Local community.

Challenge X – Regulating Water Use

What Action Should be Taken?

- Implement State legislative action.
- Include seven states, Canada, and Tribes.
- Develop expanded list of beneficial uses (Irrigation, industrial, mining, cultural, fish, recreation, fire fighting, transportation, hydropower, agriculture, livestock, and municipal).
- Need better management of existing water sources; balance.
- Manage for water quality.
- Manage for growth in the regions and increased needs.
- Breach lower Snake Dams.
- Reset instream flows.
- Certainty in water use commitments.
- Education on water use.
- Change laws to reward conservation, from "use or loose" mentality.
- Provide renewable permits.
- Obtain more data on available water; how much water is available?; how much water (quality) do fish need?.
- Develop better landscape management/soil conservation.
- Process for prioritizing water use in balance with environmental concerns.
- ESA impact on water rights.

Who Should Take Action?

- Collaborative effort between Federal and State agencies, cities, Tribes, and agriculture.
- Columbia River Basin Authority.
- Private sector.
- Educators in schools.

Challenge T – Accountability by Federal and State Agencies

What Action Should be Taken?

- Need consistent answers from various agencies.
- Need multi-agency communication with common processes implemented.
- Need to develop and implement regulations that Federal, State, and local agencies can apply.
- Develop a unified permit process.
- Need accountability when unfunded mandates occur; need good science in making decisions.
- Listen to counter proposals.
- Set up independent agency or department to develop coordination of the regulatory process.
- Develop incentives for agencies to coordinate and enforce penalties for noncoordination.

- Create memorandum of understanding (MOA) on environmental site assessments and require national or regional approval.
- Need funding for regional initiatives.
- Process must include appeals without going to court; need another avenue, with arbitrator or independent reviewer, perhaps independent agency.
- Regulatory process should include specific enforcement with penalty guidelines for noncompliance (outside the court system).
- Once a policy is developed, lawmakers should review how it is being implemented by the designated agency.
- Set up independent commission/agency to develop coordination of regulatory process.
- Include funding for regulatory implications.
    - Federal, State, and local customers.
    - Memorandum of understandings (MOAs) among agencies.
    - Incentives/penalties for agencies to coordinate.
    - Appeal process for regulatory implementation.
    - Specific enforcement and penalties for non-compliance.
    - Legislative review.

Who Should Take Action?

- Federal, State, and local agencies.
- Non-governmental organizations.
- Private sector/landowners.

Challenge JJ – Reduce Development in Hazard Areas

What Action Should be Taken?

- Eliminate incentives that encourage development in floodplains and hazard-prone areas.
- Provide accurate information, such as maps, Federal and local studies, and geographic reports.
- Modify regulatory procedures.
    - Expand disclosure.
    - Prohibit fill.
    - Balance cut and fill.
    - Expand COBRA (Consolidated Omnibus Budget Reconciliation Act).
    - Plan for additional parks.
- Manipulate funding.
    - Redefine disaster declaration.
    - Divert flood control funding to buyout options.
    - Reflect true cost; pay for service.
    - Don't use funding for development.

Who Should Take Action?

- Mainly State and local agencies.

- Federal agencies such as the Federal Emergency Management Agency (FEMA), Congress, and Corps.
- Private sector.

Closing Remarks and Adjournment

As a final order of business, Mr. Creighton reminded the participants to register if they were interested in receiving a copy of the report or said they could view it on the Corps web site. Additionally, he asked the participants to fill out comment sheets if they had not already done so and leave them with the Corps staff.[5]

In closing, General Strock thanked all the participants and expressed appreciation for their taking time (and driving long distances) to participate. Additionally, General Strock thanked the facilitation team and the Corps support staff for the session. He commented the session was designed to allow for "faith in democracy" and the excellent information would be utilized. General Strock acknowledged that he observed the need for all agencies (and additional stakeholders) to implement comprehensive solutions, require multi-uses for water, and improve communication between each other. Furthermore, the scope needs to be watershed oriented, which will require good communication between agencies and stakeholders. Education must increase, along with the level of information. General Strock added that laws need to be better understood. One thing that was apparent was that the Corps needed to deal with numerous issues. He stressed that a link needs to be in place between the environment and the economy. The regulatory concerns also needed to be addressed. He reminded the participants that the sessions would help in the development of national policy issues. Lastly, General Strock thanked everyone again and suggested that participants provide any additional comments that may arise on the Corps web site. With that, the workshop was adjourned.

[5] In order to obtain feedback for internal use by the Corps on the effectiveness of the listening sessions, Corps personnel placed comment forms on each table for the participants to complete. These were collected by the Corps personnel as the participants left the meeting.

APPENDIX A

TRANSCRIPTION OF COMMENTS REGARDING IDENTIFIED CHALLENGES

COMMENTS ON "STICKIES" COLLECTED AT VANCOUVER LISTENING SESSION [The challenges listed in this table correspond to the challenges identified in the meeting]		
ID#	**Challenge**	**Why challenge is important?**
Challenge A		
Better coordination between regulators and permit applicants.		
1	A permitting process that is dependent on the judgement of individuals within sideboards as stated in state law. This allows inconsistent requirements for project implementations.	The public deserves to know what the requirements are so that they can strive to meet them. Inconsistent permitting requirements cause confusion.
2	The sequential process of defining a problem and defining a solution is too long.	Issues raised by local communities are often reactive to a more immediate problem. Time is expensive and allows situations to deteriorate.
3	Permits are not getting processed.	More ESA listed species, more agency reviews, insufficient staff. Permits for maintenance repair and new facilities are necessary for timely, cost-efficient maintenance and improvement of maritime facilities and environmental restoration projects.
Challenge B		
Government not investing in water resource projects.		
4	Government not investing in future water resources for future. Crisis is developing.	Not addressing future needs-particularly in Northwest, i.e., power shortage (need for additional hydropower), flooding and flood protection, newer flood plain studies and maps, etc.
5	Resources are needed to help smaller communities.	
Challenge C		
Need to protect and preserve our navigation channels and aging water infrastructures to protect the economic importance of shipping industry.		
6	Emergency prevention is not adequate for certain natural disasters, earthquake, severe weather, and flooding, demographic shift.	Funding limited for preparedness or prevention. Funding made available for response. Reactive rather than pro-active focus.
7	Risk reduction (of marine casualties) through personnel training and education, technological advances, enforcement of marine safety standards, and development and maintenance of contingency plans.	With increased use of the waterways, the risk of chemical/oil spills, vessel collisions, sinkings increases. We need to reduce the loss of property life and impact on the environment by taking active preventative measures.

COMMENTS ON "STICKIES" COLLECTED AT VANCOUVER LISTENING SESSION [The challenges listed in this table correspond to the challenges identified in the meeting]		
ID#	**Challenge**	**Why challenge is important?**
8	Aging infrastructure.	Maintenance of systems is a mitigation effort that, if not done, could be the cause of greater damage/upset in the event of a disaster.
9	1) Integrity of inland waterway (Columbia River Projects). 2) Jetty integrity in Grays Harbor County and other harbors.	Integrity of jetties and need for rehabilitation - commerce in Grays Harbor is very dependent on navigation. The alternative is highway transportation and impact is greater.
10	Lock maintenance-continue to maintain navigation locks for continued transportation on inland waters of the PNW.	For the continued use of waterways to provide economic transportation for ability to compete in world market.
11	Economic decline due to the inability of shipping industry to access ports.	Economic decline causes blight on ability for Oregon to progress in the world market and the welfare of services that supports the population.
12	Maintaining a dependable, viable navigation channel for inland barge transportation.	Products, which move on barges, can be transported for between 20% and 50% less then on trucks and trains. Barges also produce much fewer emissions then their counterpart modes. Maintaining this competitive low cost transportation mode helps ensure U.S. producers are globally competitive and those consumers have access to the goods this transportation mode moves.
13	John Day Dam- The John Day navlock has a dangerous entrance, particularly during high water and during fish runs. Biologists set "fish patterns" at the dam, which makes navigation dangerous.	We need "coffer cells" installed below the navlock and to deflect dangerous currents from the entrance of the navlock.
14	The Corps needs greater capability to maintain the channels for river transportation. A new dredge or crane barge with claim shell capability would be very useful.	The Portland District is unable to keep up with dredging projects when they arise from emergency or unanticipated situations. Recently a "high spot" appeared below the Dallas Dam, but the Corps had to put off dredging for lack of equipment and lack of time to go through the normal contracting procedures.
15	Water transportation infrastructure. 1) Maintenance. 2) Improvements.	Water borne commerce is important to region's economy. The infrastructure supporting commerce is aging, needs constant maintenance and improvement to

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ID#	**Challenge**	**Why challenge is important?**
		handle needs of future. Specifically: locks and channel maintenance needs improvement.
16	Assured operation and maintenance of navigation aids for transportation, recreation and community safety on marine/river/lake systems.	
17	Preservation (preventive maintenance and replacement at and of useful life) of transportation- related infrastructure on commercial waterway systems.	
18	BNSF railroad bridge at Vancouver needs a new opening. The 1906 bridge has a narrow, swing-type opening for river traffic. It needs to be replaced with a lift span.	Improving the R.R. bridge will make transit safer for river traffic. It will also save lifts at the I-5 bridge, improving I-5 traffic. River traffic is now forced to avoid use of I-5 during rush hours. There is pressure for further restriction. If the RR bridge were changed, river traffic would be able to transit the I –5 under the "high" span and avoid the lifts.
19	Need to maintain channel depths and navigation facilities to maintain flow of maritime commerce.	Channel depths are impaired, creating safety and potential environmental hazards. Navigation locks and other facilities are in need of repair. Unplanned outages could have long-term and costly effects.
20	Columbia/Snake aging infrastructure; marine transportation equipment is getting larger, deeper draft and wider beam to minimize cost/unit transportation.	Important to consumers, domestic and foreign; lowest cost.
21	Efficient marine transportation system on Columbia/Snake Rivers.	1) Deliver goods to ocean terminals for export to world market. 2) Provide large volume transportation without impacting freeway/road systems.
22	Protecting navigation in an era of competing priorities.	Navigation = bridge for $ million of cargo to enter world commerce and provide family-wage jobs.
Challenge D		
Not a shared vision between Corps and National Marine Fisheries Service.		
23	It appears that the Corps has reached a new cross roads charged with a mission that requires a fresh approach to traditional water resource management, encompassing new environmental	We live in an age where we must insure, with every new undertaking that we leave the environment in the same or better shape than it was before we began. The Corps has an opportunity to work with federal partners

COMMENTS ON "STICKIES" COLLECTED AT VANCOUVER LISTENING SESSION [The challenges listed in this table correspond to the challenges identified in the meeting]		
ID#	**Challenge**	**Why challenge is important?**
	restoration and protection goals. How can federal, state and local jurisdictions work with and be a better partner to the Corps in carrying out this mission?	like FEMA and fund projects that make sense and improve safety for citizens by moving them out of the floodplain (i.e. harms way) in the event of a disaster. This will prevent further degradation by restoring the Everglades - to enhance economic benefits and mitigation opportunities for fish by adding projects to its slate that benefit endangered species in a sensitive area such as the lower Columbia estuary. Remove projects from its slate that are outdated and no longer make sense; to enhance its accountability with the federal government and citizens.
Challenge E		
Need for integrated approach to balance the demands on the system.		
24	How can we possibly/realistically integrate environmental restoration (watersheds, forest lands, riparian systems, flood plains, wetlands, estuaries, et. All) with current and future social and economic growth?	To save salmon, do you limit riparian transportation avenues (e.g. Columbia/Snake Rivers) by breaching dams? How do you balance these kinds of conflicts in interests and philosophies?
25	Water resource decisions, such as flood management, dredging, etc. are usually made on a site-by-site basis. This approach often does not solve the problem and often creates new problems. A system wide (basinwide, watershed) approach is needed.	It is important because resources are wasted (environmental, monetary, staffing) when the emphasis is site-specific. Through system-wide approaches (e.g. integrated river management strategy) problems are better solved and natural and human resources are conserved.
26	Water quality essential to maintain, but difficult because of land use issues.	Can not maintain water quality without addressing land use activities and impacts.
27	Opportunity –time of great change; if we look to future needs and work together we can achieve a better system.	If we fail to seize the opportunity it will lead to incremental planning and uncoordinated efforts.
28	Water quality-TMDL (water cleanup) under agreed order. 1) River dredging-environmental issues. 2) Shoreline protection. 3) Adequate water for fish, people. 4) Flood/earthquake (natural disasters) 5) Infrastructure maintenance along waterways. 6) Water resource permits; economy can not keep up. Legislature doesn't seem to get it yet;	Need cleanwater for fish, people, recreation; getting local citizens, industry, environmental groups involved. 1) Economic and environmental considerations. 2) Protection of life and property. 3) Sustainability, economic. 4) Flood control; protection of lives and property. 5) Movement of goods along the waterways.

COMMENTS ON "STICKIES" COLLECTED AT VANCOUVER LISTENING SESSION [The challenges listed in this table correspond to the challenges identified in the meeting]		
ID#	**Challenge**	**Why challenge is important?**
	water resources are underfunded.	
Challenge F		
Environmental restoration and how it impacts the local economy.		
29	Your documents need to reflect the ability to 1) define "restoration" in the same view as environmental/regulatory agencies do. Action = results in restoration versus action = results in having to restore habitat.	1) Because the public desires this out of me. 2) Our responsibility to ESA, NEPA dictates this type of action.
30	Environmental restoration.	I live here. My children do too. I want America to be the best and cleanest possible. Friends visiting from Europe applaud our environmental success, but we can do better.
31	This cost of preserving the quality of the river system is exorbately high and prohibitive to maintain economic competitiveness with competing nations.	Politics is the issue. How do we insure or guard against the influence and promotion of bad science.
32	Water quality – restoration.	Clean water is essential for people and the environment. Programs to restore water quality would assist in economic growth.
33	Finding funding to do environmental enhancement.	
34	Rehabilitation/re-design of existing facilities/process to mitigate for impacts or restore natural process.	
Challenge G		
Need to decide the greatest benefits for use of water resources.		
35	Develop scientific justifications for action/no action options. Be thinkers in preference to doers.	Push/pull of interests dominates; not the dispassionate evaluation for the very long term.
36	Prioritizing water needs and uses- water rights and planning infrastructure upgrades to restore the environment without reducing the quality of life.	Growing population stresses old facilities and creates increasing need.

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ID#	**Challenge**	**Why challenge is important?**
Challenge H		
Reauthorize reservoirs and reallocate for other demands.		
37	The release of stored water for a purpose other than for what the reservoir was authorized for.	A change of procedure for the release of water may detrimentally affect existing uses, especially in drought years or water-short years (i.e. release of water from reservoirs for fish migration, rather than power, flood, and irrigation.). Need to study potential problem/benefits.
38	Reauthorize existing Corps reservoirs to expand the authorized uses of stored water and re-allocate to today's highest and best uses (e.g. Willamette Reservoir).	Need to stretch existing water supply and re-allocate storage to meet changing demands.
Challenge I		
Maintaining infrastructure waterways while preserving environmental resources.		
39	Maintaining infrastructure/waterways while maintaining environmental values and avoiding continued adverse impacts (i.e. look at the potential adverse impacts of dredge material disposal and/or removal from beach systems.).	Limit adverse impacts; meet obligations to protect habitat.
40	Environmental impact of infrastructure upgrades (i.e. dredging).	Need to proceed with caution; apply input from scientists (EIS) to determine impact on the ecosystems, habitat, etc.
41	Balance environmental needs with the region's ability to be economically competitive.	
42	User conflicts. Need to maintain channel depth (40'), while not adversely impacting fishing resources and livelihood.	Increasing deep draft vessel groundings in mid-channel. Marine pilots limiting vessel drafts to 38' (economic impact is huge). Potential for major casualty is greater. Also, fishing within channel conflicts with safe navigation of large ships.
43	Evaluate and protect environment before it reaches ESA proportion.	To protect choices on how to deal with problems as projects move ahead.
44	Resolving conflicts between fisheries and maintenance of water trade infrastructure.	Sustainable fisheries are already challenged, while safety and economic issues necessitate channel maintenance.
45	Meeting environmental and navigation needs (facilitating Corps involvement).	
46	How to continue deepening and maintenance dredging while maintaining our current environment.	To prevent future ESA and loss of control of how we can deal with our problems.

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ID#	**Challenge**	**Why challenge is important?**
47	1) Environmental restoration is the biggest challenge to the Corps among the water issues. The challenge of environmental restoration issue is not in finding the solutions. The challenge is to reach an agreement. 2) Aging infrastructure.	Because the agreement is so hard to reach and environmental restoration may effect to public mostly.
48	Maintenance of river commerce and structure to allow growth without further degrading fisheries and estuary habitat.	Livelihood of fishers. Economic well being of NW (1 in 6 jobs in Oregon depend on Columbia River Commerce). Solutions: Environmental costs must be considered as part of any project development costs.
Challenge J		
Redevelopment of contaminated sites (hindered by environmental concerns) in economically feasible manor.		
49	Clean up of contaminated sediments, Brownfield sites (i.e. Portland Harbor).	Water quality is essential for all of us, including industry and agriculture.
50	Re-use of former commercial/industrial contaminated sites is hindered due to environmental liability concerns.	Leads to development of new properties (sprawl) instead of effective use of existing properties/infrastructure.
51	Brownfields- how to enable environmentally responsible cleanup in an economically feasible manner.	To clean up historically contaminated sites; to create new habitat; to establish economic development; how can an economic engine be used to finance cleanup that otherwise can't be funded?
52	Rivers and estuaries collect contaminates in sediments. How do we decide what to do?	Issues of safety, cost, practicability.
53	Corps to work in CERCLA areas (i.e. sediments); Corps needs to help cleanup Brownfields.	Corps could help cleaning up environment.
Challenge K		
Improve habitat for threatened and endangered steelhead populations.		
54	Decline in salmon.	Genetic loss of major ecosystems component; loss of fishing industry and recreational fishing; loss of cultural symbol of region; loss of "emotional connection" to river.

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ID#	**Challenge**	**Why challenge is important?**
55	Damage to the environment is being limited by permitting processes (e.g. 404), but there still is continued whittling away of environmental resources (e.g. fish, habitat). Limiting impacts of development is not the same as restoration and protection; these need greater emphasis.	Continued development pressure will increase this problem in the future without a clear picture of natural resource objectives. There needs to be more focus on restoration goals vs. limiting ongoing impacts.
56	Need to improve habitat for threatened salmon and steelhead populations.	26 species of salmon and steelhead are currently listed as threatened or endangered. Improving habitat may be the single most effective area in which to focus our resources to help our national recovery efforts.
Challenge L		
How to bring four dams in Snake river into compliance with Clean Water act.		
57	Evaluating the true costs and benefits to a free-flowing Snake River (recreation, fishing industry, etc.)	To fully weigh the options on whether or not to bypass the dams.
58	Allowing the true science and economics to prevail without interference from politicians.	Saving endangered salmon.
59	Having an agency with a vested interest in keeping the four lower Snake River dams in place give a true evaluation of their environmental impact.	Saving endangered salmon.
60	Bringing the four dams on the lower Snake River into compliance with the Clean Water Act (temperature and dissolved gas).	These violations cause salmon mortality.
Challenge M		
Rehabilitation of water resources projects – dams and reservoirs.		
61	Pacific Northwest. Watershed degradation affecting streams and rivers with poor flow rates due to lack of reservoir capacity.	The degradation causes poor water quality, excessive water temperatures, etc., supporting fish migration.
62	Rehabilitation of aging water resources projects, primarily dams and reservoirs.	Many old projects from 1930's that still may provide benefits, but are in need of dam safety inspections, repairs and maintenance. Many may represent a hazard in their current condition.
63	Infrastructure deteriorates in part because political constituencies more readily focus on new projects. How can we focus on attention on maintenance needs?	Neglecting maintenance can increase overall costs when systems fail and must be replaced.

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ID#	**Challenge**	**Why challenge is important?**
Challenge N		
Adequate and consistent water supply.		
64	Developing additional water supplies for out-of-stream uses to support a growing region and economy while meeting the in-stream demands of aquatic species.	Water is key to both the economy and environment, ESA listings have raised the bar for in stream demands, and created direct conflicts with existing water allocations under prior appropriation state water law.
65	Flow of water in rivers.	Rivers can clean themselves if flow levels are maintained allowing pollutants and sediment to flush out. Adequate water flow also facilitates shipping.
Challenge O		
Agency reps don't know rules that they should or are dishonest when dealing with public.		
	NO COMMENTS	
Challenge P		
Need to increase water conservation efforts and maximize life cycle productivity.		
66	Restoration of damaged waterways.	Environmental health.
67	Conservation of water used for industry, business, and residential.	High costs (environmental and financial) associated with large water use and water treatment. High energy costs for wastewater treat. Environmental costs of waste entering natural areas.
Challenge Q		
How do we support continued hydropower yet comply with environmental regulations.		
	NO COMMENTS	
Challenge R		
Address loss of wetland and riparian habitat.		
68	Environmental restoration can mean replacing plants or adding plants to an impacted site. How can restorations of 100's or 1,000's or 10's of thousands of acres be made cost effective in both the private and public sectors?	Even small restorations can be cost prohibitive. Do standards need to be established for how this important component of all (or many) restorations can be done most effectively and efficiently?
69	Many wetlands have been lost resulting in negative watershed impacts, especially habitat, water quality and recreation.	This impacts the long term growth and sustainability of our Nation, as well as threatened and endangered species.
Challenge S		
Don't reduce funding for maintenance of navigation locks and channels.		
70	Regular funding for maintenance dredging.	Difficulty in obtaining regular budgeted funds for maintenance dredging.

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ID#	**Challenge**	**Why challenge is important?**
71	Aging federal infrastructure with limited funds for maintenance.	Billions have been spent for federal projects. Now adequate funds have to be committed to insure the benefits continue to be realized.
Challenge T		
Apparent lack of accountability of state and Federal agencies (unfunded mandates and lack of good science).		
72	Lack of accountability (sometimes) in the part of some State or Federal agencies.	Unfunded mandates and decisions that are not based on science and economics are two issues that hurt small municipalities.
Challenge U		
Managing growing number of water traffic (safety and environmental impact).		
73	Sharing the waterways among the many users- recreational boaters, fisherman, commercial transportation, etc.	Increased use of the waterways has created many conflicts between users; this is going to become an ongoing and growing problem unless steps are taken to correct it.
74	Navigation safety should be reviewed by the USCG.	Small boat safety.
75	Stewardship of the waterways among the users (e.g. reducing the impact of one user group on another.).	All users have equal access and right to use the waterways we have to ensure that the interests of each group are supported i.e. recreational fisherman vs. commercial; commercial transportation vs. fisherman etc.
76	1) Lockage delays (several causes: scheduling and/or definition of priorities: recreation, tow boats, commercial). 2) Lock closures (scheduled and emergency) 3) Barge traffic.	1) Negative effects to vessel operating schedules; cost impacts due to delayed arrivals, missed tours. 2) Question? Are more scheduled outages going to be needed in future to maintain operating function? Potentially eliminates viability of tourism/cruise operations.
77	Attaining a supportable level of growth.	Water resources are stressed by growth, without investments and commitments in infrastructure and water facilities growth cannot continue.
78	Rural area and small town water supply shortages, funding, water rights, etc..	Rural coops and towns have few resources available for reservoir and delivery systems; groundwater capacity in question; competing needs and water rights.
79	Growing numbers of water traffic (i.e. recreational boats, wind surfers, barge traffic, cruise ships) and the affect on the environment.	There doesn't seem to be accurate accounts of how much water traffic there is. It is becoming a larger problem that needs to be addressed before it is out of control.
80	The marine transportation system has gone in the last decade rapidly from over	Inefficient and mis-timed investments are wasteful.

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ID#	**Challenge**	**Why challenge is important?**
	to under capacity. Is there a better way to foresee needs and more quickly respond without wasting investments?	
Challenge V		
Consider cost implication that water decisions have on people.		
81	Water and people. Consider the cost implications water decisions have on people.	What are the cost implications of all the new laws, regulations, etc. Need a short and long-term plan to phase improvements at a reasonable cost.
Challenge W		
Better coordination with Tribal treaty rights with Corps permitting process (predictability and certainty).		
82	Tribal treaty rights and the Corp permit process.	What is the basis of Corps decisions? How can people have more certainty in the permit process?
83	Tribal veto authority in-water projects.	
Challenge X		
Look at how western states regulate water use (western water law favors consumption).		
84	Revamp western water law and replace water rights system with renewable permit system. Law enforcement should err on the side of the resource and future generations (i.e. ground and surface H2O management by subbasin; e.g. ICBEWP).	
Challenge Y		
Address local concerns with local entities (involve local people).		
85	Impacts are felt locally. The Corps' affect is more global.	Problem results as a consequence of a lack of shared meaning/understanding of a problem set.
86	Our water issues are complex and "science" can often give conflicting answers. How do resource managers articulate choices and tradeoffs to the public so that we get decision-making that reflects our local values?	
87	Image of Corps needs to be improved; public relation's need to be more pro-active.	Projects would have a better chance of getting funding and completed.
88	Lack of consistency in local area projects.	To expedite local projects, the guidelines need to be quantifiable in order to follow through effectively.

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ID#	**Challenge**	**Why challenge is important?**
Challenge Z		
Resolve endangered species Act through regional planning approach.		
89	Resolve endangered species issue through concentrated regional approaches based on best service/best practices, recognizing federal role and responsibility.	
Challenge AA		
Coordinate water resources planning at a watershed level.		
90	We must find a way to deliver cost efficient improvements to water resources holistically in a basin.	Resource constraints, politically viability and require that there be a basin-wide focus to ensure cumulative impacts to the basin are addressed.
91	Handle problems on a watershed scale with attention given to issues/concerns within watershed.	Acts as motivation for individuals within watershed. Buy in is achieved. "we all live d.s."
92	Improvement/upgrading existing water and wastewater collection systems.	Reduce infiltration to groundwater (contamination issues, potable water losses, CSO, SSO).
93	Watershed restoration; promote orderly development; begin to reduce consumptive and wasteful uses of water (i.e. allocate); enforce laws governing water quality and quantity.	Watershed restoration: improve the quality of water resources and increase the quantity of water. Orderly development to build and plan appropriately by avoiding wasteful water practices (urban sprawl and flood hazard zones). Long-term liabilities to increase the wealth of the nation and its neighbors.
Challenge BB		
Public education about water quality in waterways.		
94	Many communities still see the need to solving their flood problems as structural fixes (i.e. levees, dredging). We need to better educate local officials on non-structural/land use alternatives.	Structural measures for flood control are expensive, environmentally destructive and often fail in larger-than-anticipated events.
Challenge CC		
Need to focus on prevention not emergency response for flooding (floodplain management).		
95	Continuing to focus on emergency response rather than prevention.	Response is very expensive in terms of dollars, loss of lives and property. Prevention makes sense. Funds need to be provided up front to mitigate.

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96	Floodplain management which will meet the needs of the community while meeting State, Federal and local environmental requirements.	There are differing points of view, which conflict and prevent action from occurring.
97	Increasing urbanization has created a higher potential for flooding in many areas.	Flooding results in great personal loss and hardship.
98	Flood and natural disaster protection.	In the event of a major natural disaster the water quality could be damaged by toxic spills, etc. seeping into grounds and surface waters.
99	Flooding (for whatever reasons, including climate change).	Personnel problem for many federal, regional, and local agencies.
100	Flood control projects.	History of encouraging development in flood plains from publics perceived elimination of risk; destroys natural functions (including fish habitat) of rivers and streams, having watershed level impacts. Generally, plenty of funding to support these environmentally harmful, large scale projects.
101	Reduce social costs of floods through increased complimentary partnerships at federal/state/local levels to coordinate operations, increased flood hazard management, cross jurisdictional mapping and datum levels, and public education.	The need for coordination.
Challenge DD		
Do not let disaster strike-aggressively approach aging water infrastructure and natural disaster preparedness.		
102	Natural disaster impact on transportation, H2O quality.	If we are unable to navigate the waterways due to obstructions, (fallen bridges, broken dams) we impact the economic status of the region both to large industry and small business. If the H2O quality is contaminated, environmental balance is upset.
103	Disaster impact.	Impeded waterways affect transportation related to economic welfare and emergency services. Disasters not only are natural but human caused and technological; all would/could affect water systems.
104	Aging infrastructure.	Recovery from disaster will be more costly and more time consuming if infrastructure is not properly maintained. Investment of

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ID#	**Challenge**	**Why challenge is important?**
		money now; take care of what we have or plan for what we want.
Challenge EE		
Collaboration among local state and federal agencies in decisions -making involving skill resources and missions.		
105	Assistantship/partnership with research to address watershed issues. Further documentation and concurrence of Best Available Science for local policy makers to understand.	Local governments limitations on addressing environmental issues could be augmented further with federal interactions and cooperative efforts.
106	Many agencies have overlapping missions and interests. How do we foster/encourage better collaboration? Many institutional administrative and political barriers exist that seem to preclude cooperation amongst agencies at all levels even though the resources seem to exist.	Efficient "resource" uses. Making the most of the public funds available to us in this political environment of public cutbacks.
107	No good forum/opportunity for small businesses to provide input and involvement in water resources projects (new and existing). Need policy and process for better interaction on technical issues.	Many overlapping and shared responsible agencies. No uniformity and continuity. Little understanding and sharing of purpose and process between federal, state and private resources.
108	1) Issues: clean water, endangered and threatened species and economic sustainability. 2) Lack of public and political will to resolve issues to reach a common vision. 3) Need for a structure that allows collaborative solutions/partnerships that transcend levels of government, individual agency missions and programs, and that facilities local decision making (government re-invention). 4) Effective communication.	1) Increasing stresses on environment and demands from growing population for jobs, places to live and work, recreation etc. 2) Significant change over the long term cannot occur without change in societies attitudes, without a consensus what "values" society deems important for the future. 3) Currently the structure of government agencies often hinder rather than facilitate changes.
109	Collaboration and the diversity of interests convened around water management issues.	Efficiency could/should be enhanced by a higher degree of coordination and out-year planning for budgets and dwindling federal resources.
110	Lack of coordination and agreement on how to improve water quality.	It is difficult to reach agreement on how to address issues, to clean up and pollution prevention gets delayed causing more environmental degradation.

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ID#	**Challenge**	**Why challenge is important?**
111	Develop the tools and expertise to effectively balance multiple purposes of our water resources and collaborate with the multiple stakeholders.	There is continuing multiple demands on our water resources, including environmental considerations.
112	Create better relationships with sister federal agencies.	When working toward a common goal, Corps works with agencies such as NMFS. These sister agencies may have different project expectations than the Corps, which create communication challenges and potential difficulties in reaching consensus on what needs to be achieved.
113	Strengthening the bonds between the Corps and its local project sponsors.	Local project sponsors must feel the Corps is working in concert with them toward achieving a common goal. A close relationship, which includes frequent consultation between the two, is necessary so the two aren't working at cross-purposes or aren't missing valuable information being collected by either party.
114	Bed loading in small streams and rivers.	Rivers fill with silt, etc. Dredge identified and restricted areas. Reduce river levels in critical areas to protect dikes.
Challenge FF		
Need to develop a real time information system for all users of water resources-shared access.		
115	Development of "backbone" real time information system for port use by private interests and public interests on Nation's waterborne transportation system.	
Challenge GG		
Streamline permitting processes and make it easier to understand.		
116	A permitting process that is difficult for applicants to understand and work through without professional assistance. Process should be able to be accomplished by private citizen.	Government should not place undue burdens on citizens for implementation of public works.
117	ESA/permitting process for salmon/steelhead very complex and new process.	The process can be long and involved; often not very effective in achieving ESA goals.
118	We can't get permits.	We can do in-water work without permits.
119	Duplication/confusion between Corps and State government. Reason: "fill permits."	People become frustrated with government's ability to meet their needs or solve problems.
120	ACE processes to design and complete	Restoration projects done by ACE take much

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ID#	**Challenge**	**Why challenge is important?**
	restoration are too long, complex and bureaucratic.	longer to complete and cost many times more then projects done by non-government.
121	Removal and fill agency coordination.	State and federal permitting and removal and fill procedures/policies/process are different and conflicting. (coordinate)
122	Flood control: repair of existing dikes/levees after flooding.	Different programs exist which allow agencies to access federal funding for the repair of these structures. The programs appear to be similar. However, one provides funds for repair and the other does not. Send info to agencies that repair, to explain/show difference/benefits of one versus the other.
Challenge HH		
Implement major Columbia river estuary restoration projects and endangered salmon and delink from channel deepening.		
123	Implement major lower Columbia River estuary restoration measures to protect endangered salmon and preserve their habitat.	The estuary has been seriously degraded by human activities for more then a century. Leveraging resources to make restoration measures in the estuary will, collectively, do more good than separate restoration efforts sporadically throughout the river system.
124	Public, private industry, agriculture need to receive information to enable them to participate in water quality/watershed enhancement and salmon restoration.	ESA listings; quality of life that leads to solutions: tax incentive; federal/state appropriations to provide additional resource people and information decimation.
125	River/stream restoration (prioritization).	Habitat improvement (Endangered Species Act).
Challenge II		
Corps authority may be too narrowly focused whereas problems have broader focus.		
126	Bring issues in early enough so that they can be part of the equation.	Avoid surprises; projects can proceed smoothly without undue delay.
127	"Authorities" drive problem solving along narrowly defined paths.	Problems become defined by the potential path to a "solution", even if it is not comprehensive or complete.
Challenge JJ		
Remove incentives for developing in hazard prone areas.		
128	Remove incentives for developing in hazard-prone areas; increase buy-out programs and (hazard) disaster avoidance (assistance) such as elevating buildings.	Reduce costs, loss of property over long-term; hazard avoidance cheaper than structural solutions.

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ID#	**Challenge**	**Why challenge is important?**
129	Development in floodplains. Levees reduce floodplain area.	Loss of floodplain habitat; reduced habitat for threatened species. Owners of developments request expensive protection from federal government.
130	Urban sprawl is placing more development into hazardous areas, especially floodplains and the wildlife urban interface. Federal government needs to stop subsidizing sprawl. (i.e. building levees in rural areas, extending sewer lines, roads, etc.).	Sprawl degrades the environment and is becoming an economic liability.
131	Develop the systems and resources to continuously improve and streamline processes to be efficient. Have efficient, cost-effective process for hydroelectric operations, both in terms of plant performance and the support infrastructure.	The electric industry is now in the competitive marketplace. Electricity prices are rising. The hydroelectric system must run effectively.
Challenge KK		
Need to review to review ancient memorandum of understandings (Coast Guard to reclaim of Navigation safety authority regarding mounds that are built by navigation dredging).		
132	Review ancient memorandum of understandings (MOUs).	USCG needs to reclaim statutory authority to evaluate navigational safety related to mounding from dredged sediment disposal.
Challenge LL		
Address the challenges the associated with bed loading in small streams and rivers.		
133	1) Nutrient runoffs from agricultural. 2) Protection of the natural resources. 3) NMFS, Corps, Tribal, comprehensive agenda for implementation of agricultural forming the Royal Agricultural Conservation Trust.	Affects every individual in the Northwest, for multi-use.
Challenge MM		
Reduce property and archeological damage due to water level fluctuation.		
134	Protection of important cultural features (cities/homes/infrastructure) may require differing protection/consideration than undeveloped areas.	
135	"Reduce property and archeological damage due to water fluctuation". Treaty trust responsibility; archeological resource preservation.	Wide range of water level fluctuations currently cause approximate $18-20,000 of property and fishing gear damage. Erosion is destroying archeological sites in and around the Columbia River.

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ID#	**Challenge**	**Why challenge is important?**
Challenge NN		
Environmental restoration funding 1135/206 make it easier to get that funding and loosen restrictions delink from past projects.		
136	Need environmental restoration-1135 and 206 funds.	Partnering in environmental restoration is a priority of several federal resource agencies, but funding is often limited, restricted, tied up over extensive planning time (Corps) or tied to rectifying past mistakes. Need to re-evaluate process for funding to loosen it up to get on-the-ground projects started.
137	Lack of resources; money, data, etc. to address the myriad of water quality problems.	States and local jurisdictions are required, often by federal law, to improve water quality. Addressing these issues is expensive and requires that these agencies often do not have.
Challenge OO		
River tourism –Need to identify issues and interests of river tourism industry with respect to potential Snake River dam breaching.		
138	1) The major problem facing our company is the removal of the locks, which would alter our abilities to offer tours along the Columbia River and Snake River. 2) Maintenance of the locks and approaches so that extended delays don't occur to traffic.	1) Our business is dependent on Columbia River tours. 2) The delays at locks create delays throughout our trip and then our schedule changes as well as arrangements that have been made.
139	Dam breaching/salmon habitat restoration.	Wide ranging issues, but specifically related to tourism: dam breaching would eliminate Columbia/Snake Rivers as a viable cruise destination; Also would reduce the current visibility and education of 1,000's of annual visitors to the Columbia/Snake River ecosystem.
Challenge PP		
Need to protect Indian fishing sites (historic and prehistoric) from hazards environment and cultural		
140	Protect interests of commercial and tribal fisheries.	Allow economic stability and cultural values.
141	In considering all issues (i.e. environmental, habitat, the water highway, etc.) it is important not to over look the commercial fisheries and the economic effect. Specifically, the Tribal fisheries and the Corp's commitment to them.	These Tribal fisheries are the center of a unique culture.

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ID#	**Challenge**	**Why challenge is important?**
Challenge QQ		
Better ballast water management.		
142	"Better ballast water management". (vessels transporting water from other areas to U.S. in ballast tanks).	Effects fishing, industrial, residential entities. Large number of vessels and large quantities of ballast water introduced into U.S. water every day with many new non-indigenous species introduced with potential harmful effects.
Challenge RR		
Concerns of local communities are overlooked and adversely affected by regional projects.		
143	Corps should continue dialogue with stakeholders.	Provide continual feedback how challenges are being met.
144	Regional projects may adversely effect local areas; their concerns tend to be over looked; smaller communities have less ability providing resources and funding for projects.	Maintain vitality of local community's ports.
145	Columbia River Estuary ports are passed over by Channel Deepening Project.	Columbia River navigation projects have greatly increased siltation at the Port of Ilwaco. Other small ports have also been adversely affected.
Challenge SS		
Need to develop consistent and integrated investment plan investment plan for water projects.		
146	Problem: aging infrastructure needs to modernize to meet the future needs.	The facilities are over crowded leading to unsafe situations.
Challenge TT		
Not enough for biologists to fulfill program responsibilities under CWA regulatory programs.		
147	Clean water act/regulatory program: funding and management. Need support for regulatory program biologists to fulfill program responsibilities for evaluation of impacts (particularly cumulative), permit compliance, monitoring of mitigation, enforcement.	So the program does not continue to "rubber stamp" environmentally harmful (destruction of habitat) activities.
Challenge UU		
Implement sustainable development that relies on innovative and creative solutions for water preservation (Bio-regionalism).		
148	Continue wise development of land and water that is environmentally sustainable.	Development is going to occur; it must occur in a framework that protects and restores our environment.
149	Development and effects on water quality	Much of our agency construction takes place

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	and wetlands.	surrounding airports, with related water quality and wetland cumulative effects. (Sustainable Development)
150	Siting of facilities near streams, especially those habitats for ESA species.	Cooperation and coordination with multiple and sometimes competing interests in pursuit to protect habitat while accomplishing agency mission.
151	To make sure that in planning for future Northwest water quality that we don't overlook the environment as it relates to salmon and fish. Particularly on the Columbia River.	Salmon were here using the river and streams long before human population, even natives, and we want to be sure that they will be here in the future for our children and grandchildren. Prevention is better than cure.
152	Transportation of products. Lets start discussing bio-regionalism and keeping our products and needs local.	Reduce many of the complicated needs for energy, water, and transportation.
153	Influence growth of communities, facilities and infrastructure to reduce flooding and water contamination.	Development patterns can lead to pollution due to runoff or flood risk if located in flood plains.
Challenge VV		
Addressing lock scheduling and prioritizing issues related to current and emerging users.		
	NO COMMENT	
Challenge WW		
Maintain an efficient hydro system for inexpensive power.		
154	Sustain hydropower generation to support increasing electrical energy consumption.	Dams have detrimental effects, but are essential to the overall economy of the region.
155	Develop the systems and allocate the resources to continuously improve hydroelectric operations, both in terms of plant performance and the supporting infrastructure.	The electric industry has become more competitive and electricity prices are rising. In order to keep costs down, and supply reliable power, the hydroelectric system must be managed wisely.
Challenge XX		
Need to respond to changing water recreation activities and resolve conflicts.		
	NO COMMENT	
Challenge YY		
Corps should repackage documents so that benefits and costs are more understandable for agencies and public –visibility and understandability by public.		
	NO COMMENT	
Challenge ZZ		
Comprehensive nutrient management plan for the Northwest.		
156	Need a comprehensive nutrient management plan for the Northwest?	

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ID#	**Challenge**	**Why challenge is important?**
Challenge AAA		
Initiate training and education plan for recreation water users.		
157	Educating the public on the importance of water supply.	Much of the pollution in our waterways comes from land based sources and is not introduced directly into the waterways. We need to emphasize the importance of clean water to the public and educate them on how they can make a difference; water quality is more important to ecosystems, quality of life, fishing, recreation, etc.
Challenge BBB		
Require independent economic review of large water resource projects.		
158	Require independent economic review of large water resources project proposals.	
Challenge CCC		
Maintain and deepen the Columbia river channel to accommodate modern ocean going ships.		
159	Maintaining the Columbia River deep and shallow draft channels at their authorized, and optimized, drafts.	Ensuring the shipping channels are adequately maintained helps prevent accidents, keeps commerce flowing, and protects the environment and guarantees transportation access to communities, regions, businesses and residents dependent on that access.
160	Deepening the lower Columbia River navigation channel to accommodate today's modern, ocean going ships.	Modern ships need to be able to load cargo to at or near their maximum load capacities. Ports that cannot accommodate these ships are at a disadvantage, impacting regional residents; businesses, economy, and quality of life as shipping opportunities elude them.
161	Protecting, preserving the quality of the navigation of the Columbia/Snake River System.	Protecting the economic viability of the region and the strategic value to the nation.
Challenge DDD		
Need to protect private property rights (e.g. during restoration projects etc.)		
	NO COMMENT	
Challenge EEE		
Essential fish habitat-identify processes resources and actions.		
162	EFH-essential fish habitat.	What will the process be, what will it entail and what resources will be put in place to address this added process?

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ID#	**Challenge**	**Why challenge is important?**
Challenge FFF		
Need to encourage public support in financing of environmental and habitat restoration projects.		
163	Factoring in environmental costs of a project.	Ignoring environmental concerns costs future generations; ESA; super fund sites; other.
Challenge GGG		
Need to bridge the divide between economic and environmental concerns.		
164	Balancing the need for cheap power, adequate irrigation water, transportational, flood control, and endangered species survival in a holistic and sustainable path forward.	The local economics depend on the cheap power to attract and retain industry (jobs) in the PNW. The large agriculture base of the PNW is highly dependent on the irrigation and transportation mode for economic survival. Balanced with salmon recovery for fishing industry, etc. is essential for a balanced future.
165	Right now to many of the groups involved in water resources issues seem adversarial, leading to whose on top mentality.	Must look for comprehensive solutions that do not create winner and losers.
Challenge HHH		
How to balance environmental and navigation interests in a timely manner for Corps projects.		
166	How do we "rescue" the environment as an issue in water resource development. Restoration is limiting many projects.	Environmental issues are a limiting factor in development. Unmet mitigation needs; environment.
167	Unmet mitigation and environmental issues continue to be a bottleneck for infrastructure projects.	Major projects cannot be completed as needed to or in a timely manner.
168	O & M in-water dredging in environmental arena; conflicts between existing 312 policy and evolving 312 language and policy 49.	To meet navigational and environmental objectives in a timely, efficient and environmentally responsible manner.
169	Better response time and interaction at local levels.	With ESA on the forefront the learning curve and ability to be responsive to projects is slow. Potential emergency situations bring a larger threat to public safety and increases potential detrimental effects to habitat and wildlife.
170	Need to bridge the chasm between environmental protection and economic activity; between environmental groups and economic/industry groups.	Stalemate is a lose-lose situation for both environment and economy.

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ID#	**Challenge**	**Why challenge is important?**
Challenge III		
ESA in urban environment-expedite agency reviews and approvals and add resources.		
171	ESA in an urban environment.	To project endangered species. What is the Corps process for dealing with permit reviews and approvals/denials. When an ESA listing is in place? How can the process be expedited? Will the Corps add resources to match the added process under ESA?
172	401 permitting program: 1) rules keep changing. 2) Permitting program is too complex; it's very difficult to work through and should be simplified.	1) No one knows what is required at any one time. 2) Understanding is essential to compliance by environmental protection. People simply ignore the need for permits.
173	Going beyond mitigation of current environmental impacts. How do we reverse past environmental damage in urban and other areas experiencing pressure from increasing human use?	This region is expected to grow, economically and in population in the next decades. Never before have we experienced this environmental need while also needing to prepare for growth.
174	Streamlining the ESA consultation process and providing non-regulatory, incentive based approaches to engage landowners/water users in stream restoration.	Regulatory approaches that are overly burdensome are high maintenance for the regulators and create a backlash from the regulated, who's involvement is key to any restoration effort.
Challenge JJJ		
Develop strategy to address decommissioning of aging hydropower dams.		
175	Dam removal (not just Snake or Elwha).	Many dams will not be re-licensed in the next few decades and will be decommissioned (How?).

APPENDIX B

SUBMITTED PUBLIC STATEMENTS AND MATERIALS